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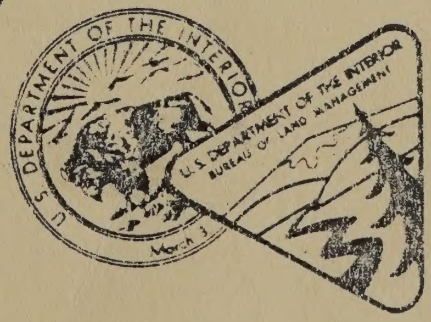
Arizona's BUREAU PLANNING SYSTEM

QUALITY WORKSHOP

Phoenix, Arizona

September 20-22, 1978

Denver Service Center



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ARIZONA

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Bureau Planning System
Quality Workshop

Phoenix, Arizona
Granada Royale Hometel

September 20-22, 1978

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BUREAU PLANNING SYSTEM

QUALITY WORKSHOP

Overview

The Federal Land Policy and Management Act of 1976 (FLPMA) clarifies the role of planning in the Bureau. As a result, regulations are being promulgated and undergoing public review to further outline how BLM will utilize specific planning procedures. More importantly, the intent of the act clearly commits BLM to a system of land and resource management based on land use plans.

Past evaluations have recognized various inequities with respect to the quality of planning documents. A number of reasons have been advanced to explain the wide variations between the quality of planning efforts. These range from lack of training at the specialist level to lack of understanding planning system benefits at various levels of management.

Field Offices have been wide ranging in their attempts to address this problem of planning quality. Some have defined standards and developed quality control procedures while others have yet to implement 1975 manual procedures. To further complicate matters, perceptions of the problem differ among levels of management as well as between field and central (W.O./DSC) offices.

Accordingly, a strategy to identify problems and effect change was developed in March of 1977 (IM 77-171). One of the main points was development of individually-tailored workshops at the State Office level to jointly (S.O./W.O.) develop procedures to improve planning quality. Responsibility for workshop procedures was assigned to the Service Center (D-380) with support from W.O. (220).

Purpose

The individuality of the various states and the resources they must manage is recognized by central office staff. As a result, the workshop method was determined to be most desirable to identify current levels of quality, determine where the states would like to be and define a strategy to "get from here to there". Regardless of where individual problems may be found, management has the ultimate responsibility to rectify them. Accordingly, the workshop target groups were predominantly oriented to various levels of management with the goal to develop an action plan

acceptable to all levels that will result in positive changes to move toward identified goals. Another equally important purpose of the workshop was to improve communication throughout the statewide "Planning Team" and identify areas of accountability that can be further translated to the performance improvement system. In this manner, the action plans do not become "lost" in the course of day-to-day business. Of course, the ultimate goal is to improve the planning system utilization so that on-the-ground management actions can take place in a planned, rational manner. Thus, planning becomes, as the intent of FLPMA, an integral key to effective resource allocation.

The purpose of this report is to summarize the results of the workshop. Also included is an analysis of post-workshop questionnaires that were filled out by each participant.

BUREAU PLANNING SYSTEM

QUALITY WORKSHOP

Specific Performance Objectives:

- Upon completion of this workshop, planning system key personnel will be able to more effectively manage available resources and personnel through action plan results to result in higher quality planning documents.

- Through force field analysis techniques, participants will be able to:

  a. Identify specific changes that can be made immediately.

  b. Identify specific changes to be made in future efforts and start planning to make them.

  c. Identify specific changes that are desirable but require support from outside organizations (i.e., District staffs, State Office, DSC, Washington Office, etc.).

- As directed by the State Director, participant work groups will develop specific action plans for identified high priority changes.

- Work groups will orient action plans to the areas of:

  a. Technical Quality

  b. Useability (effectiveness of documents)

  c. Bureau Planning System Management

- Given small group problem solving methods, participants will be able to increase communication effectiveness about work objectives and among work groups.

- Upon presentation of work group action plans, the State Director will be able to give direction for decisions about the next steps that should be taken to follow up this workshop (e.g., progress reports, task group follow-up sessions, implementation decisions, specific staff assignments, etc.).

- Supervisors will be able to translate action plans to individual employee PIPRs to assure accountability and follow-through of proposed changes.

- Service Center personnel and Washington Office representatives will have input into sessions and will be available for resource consultants. At the workshop conclusion, they will summarize results and issue follow-up reports to participants.

ROSTER OF ATTENDEES

Arizona State Office

Robert Buffington, State Director
Edward Spang, Associate State Director
Robert Whitaker, Chief, Public Affairs
Harold Ramsbacher, Chief, Division of Resources
Jordon Pope, Chief, Branch of Biological Resources
Glendon Collins, Chief, Division of Technical Services
Kenneth Reinert, Chief, Planning Coordination Staff
Noel Granzow, Regional Planner

Arizona Strip District

Ken Drew, Area Manager
Ferron Leavitt, Area Manager
Kenneth Moore, Area Manager

Phoenix District

William Barker, District Manager
Malcolm Schnitker, Assistant District Manager
Robert Archibald, Area Manager
M. Dean Durfee, Area Manager

Safford District

Guy Baier, District Manager
Homer Byrd, Area Manager
Vernon L. Saline, Area Manager

Yuma District

H. Max Bruce, District Manager
Gary McVicker, Assistant District Manager
Robert Steele, Area Manager
Karl Kipping, Area Manager

Denver Service Center

Richard Barbar, D-380
Bob Joder, D-630
Jeff Bellows, D-630

Las Vegas District

John Boyles, District Manager

LISTED OF ATTENDEES

Worland District

Paul Andrews, Assistant District Manager

California State Office

Robert Metzger, Chief, Planning Coordination Staff

Washington Office

Gordon Knight, W.O. 220

ARIZONA

BPS QUALITY WORKSHOP

AGENDA

First Day - Wednesday, 9/20/78

(Morning)

8:00 -	Introduction	State Director
	Workshop Goals	D-380
	BPS Management Technical Documents Useability	
-	MFP Progress Analysis	Panel
-	Workshop Design & Concepts	D-630
-	Organization Exercise	Teams
-	Lunch	
	Report to Group	Team Representative
-	Force Field Analysis	Teams
	Concepts Analysis Prioritizing	
	Prepare Statements of Objectives	Teams
4:30	Adjourn	

Second Day - Thursday, 9/21/78

8:00 -	Force Field - Report to Group & State Director	Team Representative
-	Synthesis & Decision on State Priorities	Team Representative
-	Lunch	
-	State Director Responds & Assigns Action Teams	State Director & Associate State Director

ARIZONA

AGENDA (Cont'd.)

4:30	-	Interim Action Planning	Teams

Third Day - Friday, 9/22/78

8:00	-	Interim Action Planning - Report Back	Teams
9:30	-	Finalize Action Plan	Teams
	-	Lunch	
11:30	-	Final Action Plan - Report Back	Team Representatives
1:00	-	Summarize: Closeout	D-380/D-630 and State Director
1:30		Adjourn	

PRE-WORKSHOP QUESTIONNAIRE

IN REPLY REFER TO

United States Department of the Interior

1608 (911)

BUREAU OF LAND MANAGEMENT
ARIZONA STATE OFFICE
2400 VALLEY BANK CENTER
PHOENIX, ARIZONA 85073

AUG 22 1978

Instruction Memorandum No. AZ-78- 165
Expires 9/30/79

To : Participants - Bureau Planning System Quality Workshop

From : State Director

Subject: Request for Individual Responses on Bureau Planning System

Please complete the attached questionnaire -- your views will assist in the workshop by:

1. Providing information for a panel discussion consisting of the Associate State Director, a District Manager, an Area Manager, and the Chief, Planning Coordination Staff.

2. Providing information to all participants relative to BPS management issues.

Review the Workshop Pre-Work Package. This will provide a common base of additional data and perhaps stimulate your comments and feelings.

The Special Planning Program Review material, signed by Tim Monroe, was recently received and is included for your review. We do not agree with all items covered in the Special Planning Program Review but want you to have it for this workshop.

Your Questionnaire should be returned to Noel Granzow (AZ-911) by c.o.b. September 6, 1978.

Enclosures (3)
1. Questionnaire (4 sheets)
2. Pre-Work Package
3. Cy WO Memo 7/28/78, Special Planning Prog Review

Distribution
WO (412) 2 cy
DSC (D-531) 3 cy

United States Department of the Interior

BUREAU OF LAND MANAGEMENT

AUG 22 1979

DISCUSSION QUESTIONS

During the course of the workshop, participants will be divided into workgroups. Each workgroup will consider at least these three basic questions and prepare reports as directed.

Please provide us with your present feelings and comments.

A. MANAGEMENT OF THE INVENTORY/BPS/ES SEQUENCE:

- what is the existing management of the Bureau Planning System in your state?

- what measures have been instituted to insure proper interface and data flow between inventory and planning - planning and environmental statements?

- what basic guidance does your state need to develop or emphasize for quality control and review?

- how is your state or office organized for BPS management? Are changes needed?

  Consider:
  - Different staffing levels
  - Diversity of staff expertise
  - New organizational arrangements

What do you believe is the real priority for the Bureau Planning System in relation to the other work of the State?

Comments:

(use back of page)

B. TECHNICAL ADEQUACY OF BPS DOCUMENTS:

- are the existing documents adequate?
- if not, why and what can be done to improve?
- what specific technical quality standards are needed?
- is training needed? Technical assistance? Other?
- what are the problems in reaching technical quality?

Comments:

(use back of page)

C. USEABILITY (effectiveness) OF BPS DOCUMENTS:

- how should the MFP really be used as a tool for management?
- are they now being used for decisions? How Much? What type of decisions?
- if now why? What are the hindering reasons?

Comments:

(use back of page)

D. Do you feel that the present public involvement/participation efforts in BLM planning and environmental programs are adequate? If not, what additional efforts should be made for improvement in these programs?

Comments:

(use back of page)

PANEL DISCUSSION

Bureau Planning System Issues in Arizona

Preliminary to the BPS Quality Workshop, a questionnaire was distributed to each participant for his individual response. A panel was formed to review the responses to the questionnaire and discuss the issues perceived by the workshop participants.

The panel consisted of:

Edward Spang, Associate State Director
Kenneth Reinert, Chief, Planning Coordination Staff
M. Dean Durfee, Area Manager, Phoenix District
Guy Baier, District Manager, Safford

The following issues were identified in the panel discussion:

BPS Quality Workshop
(Summary of Concerns of People Answering Questionnaire)

ED:

-- State involvement centered around review process - desire for local input

-- Feeling that State Office was becoming a "watch-dog"; the same is true for the relationship between District and Area Offices

-- Desire to get "others" to hold the same view on the state of efficiency of the planning system

-- General feeling: we've lost sight of the intent of the system

-- Need for organizational unit to help accomplish goals in the District

-- Feeling that the system wasn't understood

-- Feeling document is not adequate due to missing inventory data

-- Definite need for training

-- Usability: document is good tool

-- Feelings in the District that MFPs are not being used in decision process

-- Public involvement: varied responses - from adequate to useful

-- Usability: lack of understanding, confidence and agreement with MFP decisions - lack of monitoring

-- To follow up decisions in MFP

DEAN:

-- Some planning problems due to false starts - partly attributed to W.O./leads to loss in quality

Future Planning System Issues in Arizona

Preliminary to the 208 Quality Workshop, a questionnaire was distributed to each participant for his individual response. A panel was formed to review the responses to the questionnaire and discuss the issues perceived by the workshop participants.

The panel consisted of:

Edward Spang, Associate State Director
Leonard Reinert, Chief, Planning Coordination Staff
R. Dean Durfee, Area Manager, Phoenix District
Ray Baker, District Manager, Safford

The following issues were identified in the panel discussion:

208 Quality Workshop
(Summary of Concerns of People Answering Questionnaire)

EPA:

- State involvement centered around review process - desire for local input
- Feeling that Yuma Office was becoming a "second-day"; the same is true for the relationship between District and Area Offices
- Desire to get "others" to hold the same view on the issue of efficiency of the planning system
- General feeling: we've lost sight of the intent of the system
- Need for organizational unit to help accomplish goals in the District
- Feeling that the system wasn't understood
- Feeling document is not adequate due to missing inventory data
- Definite need for training
- Feasibility: document is good tool
- Feelings in the District that NEPA are not being used in decision process
- Public involvement: varied responses - from adequate to useful
- Flexibility: lack of understanding, confidence and agreement with NEP decisions - lack of monitoring
- To follow up decisions in NEP

OPEN:

- Some planning problems due to false starts - partly attributed to W.Q./Issue to Issue in quality

-- MFP, Land Use Plan? Is MFP trying to get too fine?

-- Some local resource people aren't accepting the idea of multiple use plan

-- Lack of ability to implement decisions in MFP

-- Need to help build the plan as a team

-- Public Input: desire for "open house" input approach - pleasing to public

-- MFP outdated by the time it is completed - therefore, utility is decreased

-- Too many planning units in resource unit

GUY:

-- Good news - questionnaires provide useful information

-- Bad news - only 60% response rate

-- Extreme divergence of perception/opinion on the BPS

-- Utility/Public Participation: "saturation" of public, is this true? More creativity needed

MAX:

Question! Are we really asking the public for opinion and help - the problem is in the issues we take to the public.

KEN:

-- Monroe's memorandum identified Arizona situation

-- Man-month utilization 50% - 75% programmed

-- No full-time Planning Coordinator

-- S.O. not manual guidance

-- Skill deficiencies

-- Planning track record: not too shiny - changing directives

-- Objectives - from W.O. - write EISs

-- Training and workshops contributing to creating a cooperative approach to planning

DISCUSSION

BUFF: We tend to go to public for input after our minds are made up. Need for selectivity in issues going out to public - good for creditibility

MAX: Draft products - try printing in newspaper (proposed regulations)

HAL: Need to explore other agencies as potential resources

BUFF: Question of saturation is critical!

GLEN: Public can help to build a record - depends on issues and extent of public interest

HAL: True land use allocations will bring the public out

KEN MOORE: Activists may dominate public meetings

GUY: To most - public participation means - MEETINGS!

DICK BARBAR: Draft regulations come through with specifics for public participation plans:

Who are publics
What are strategies

KEN: Poll publics - what is the degree of sensitivity to "this" issue

BUFF: (To Gordon) - wanting S.O. resource people included on planning tasks, is this to co-opt the reviewer? Or is the help really needed?

BUFF: Change in planning is inevitable

GUY: Some stability is achievable

HAL: Develop an inter-office team

MAX: Get multiple use review rather than specialist review

HAL: In many cases, S.O. specialists give advice to the District - but advice is ignored

BUFF: Team approach leads to higher probability of acceptable plans

WORK GROUP

ARIZONA MFP QUALITY WORKSHOP

Group 1

M. Woodbury
B. Archibald
J. Pope
Glen Collins
Karl Kipping
Ken Drew

Group 2

Bill Barker
Ferron Leavitt
Hal Ramsbacher
Bob Steele
Bob Whittaker

Group 3

Guy Baier
Dean Durfee
Gary McVicker
Jim Moorhouse
Homer Byrd

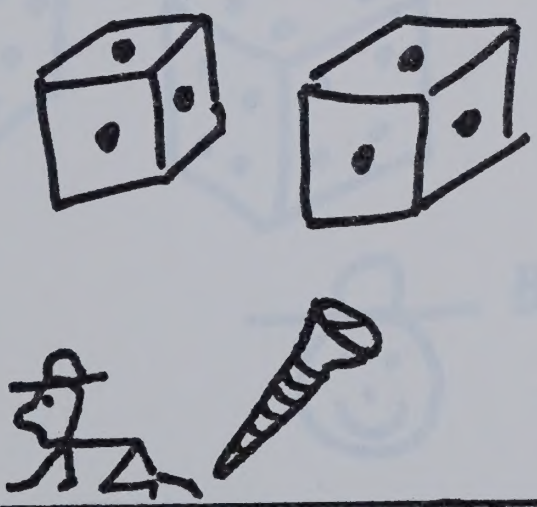
Group 4

Max Bruce
Ken Moore
Malcolm Schnitker
Vernon Saline
Ken Reinert

ORGANIZATIONAL EXERCISE: FINDINGS

TEAM 1

PRESENT SITUATION

1978 START GO	(1) URA 1+2	(2) INV. (SIM)	(3) IHAS GO BACK TO (2)	(4) URA 3/4	(5) ASO REVIEW
1985 (19) S.D. SIGN OFF	THE PLANNING GAME OF CHANCE 				(6) REVISE GO BACK TO (4)
(18) MFP 3 MODIFICATION					(7) ES/MFP CHANGE. GO BACK TO GO
ASO/DO (17) STAFF SPEC. 2ND GUESS DM. GO BACK TO (12)					(8) SVIM (SON OF SIM) GO BACK TO (2)
NEW ASO (16) STAFF/STANDS. GO BACK TO (4)					(9) IHICS GO BACK TO (2)
(15) DM. DEC. MFP 3	(14) WILDERNESS INV. GO BACK TO (2)	ES/PUB. INPUT GO BACK TO (12) (13)	(12) MFP 2	ASO (11) REVIEW GO BACK TO (10)	(10) MFP 1

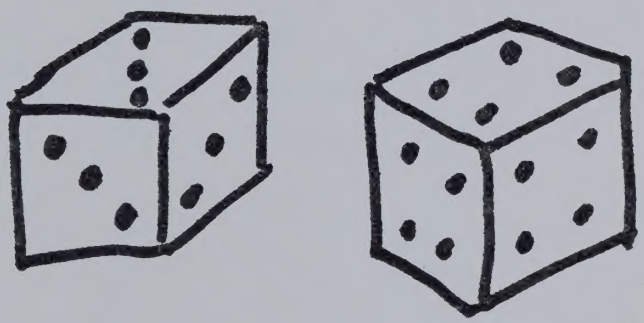
THE PLANNING
GAME OF CHANCE

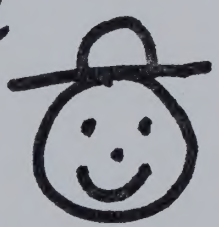
TEAM 1

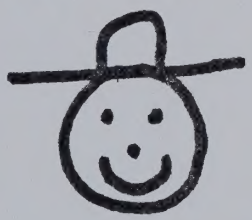
DESIRED SITUATION

1978 START GO	URA 1+2	INV.	ASO STAFF INPUT	URA 3+4	ASO STAFF INPUT
					MFP 1
					ASO REVIEW
					MFP 2
					E.S.
1980 IMPLE-MENTATION	S.D. SIGN OFF	ASO M.U. REVIEW	MFP 3		

THE ALL WINNERS GAME







GO	1+2	INV.	3+4		

TEAM 1

DESIRED SITUATION

1. Timely A.S.O./D.O. staff input to planning documents.

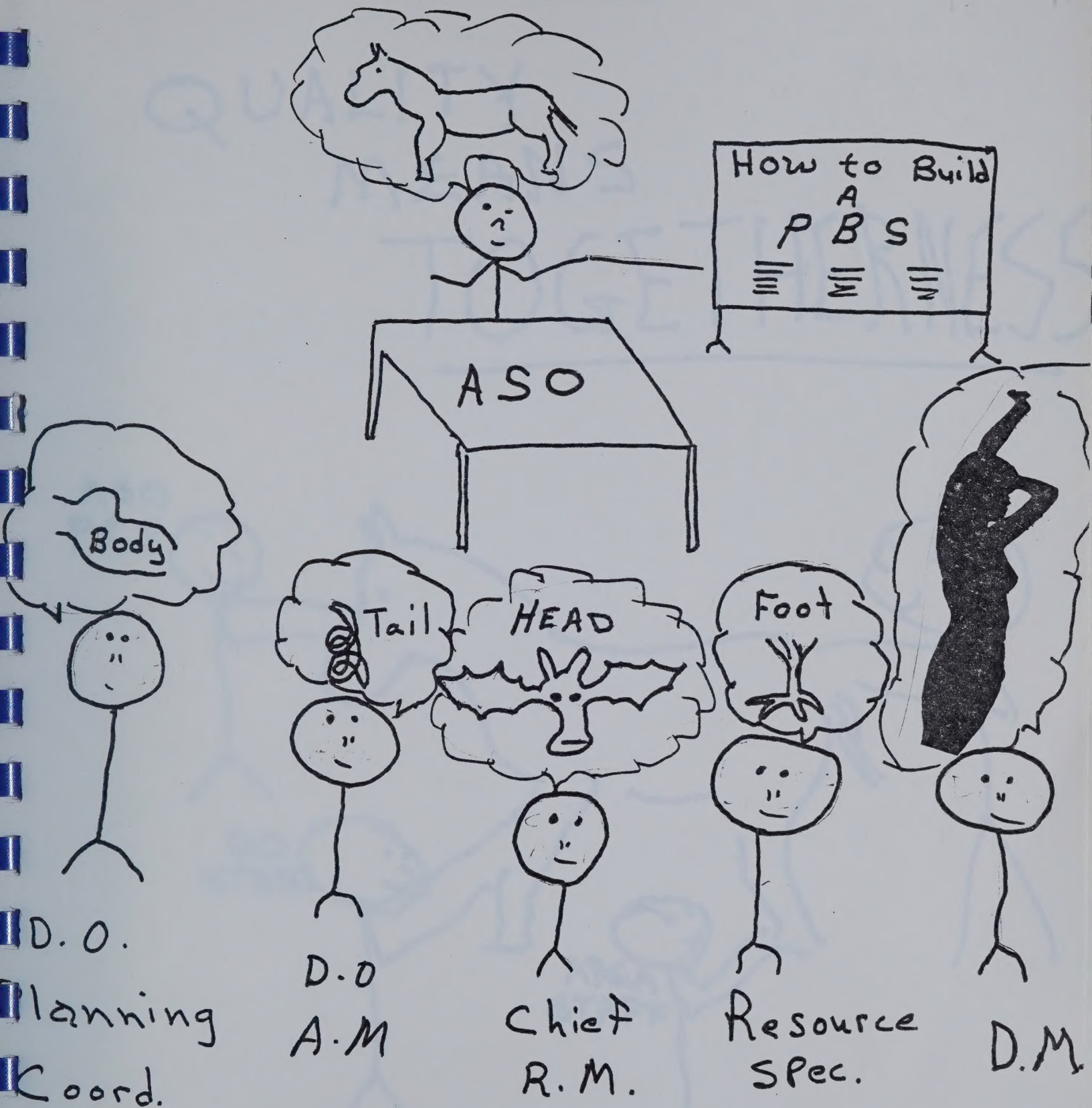
2. Multiple Use review of MFP 3 at S.O. level.

3. State Director evaluation considering usability of product in light of funding, time constraints and procedural changes.

4. State Director signoff.

5. Implementation.

PRESENT SITUATION



ASO
Head
Tail
Foot
Body

DESIRED SITUATION

QUALITY MEANS TOGETHERNESS

in building a BPS Document

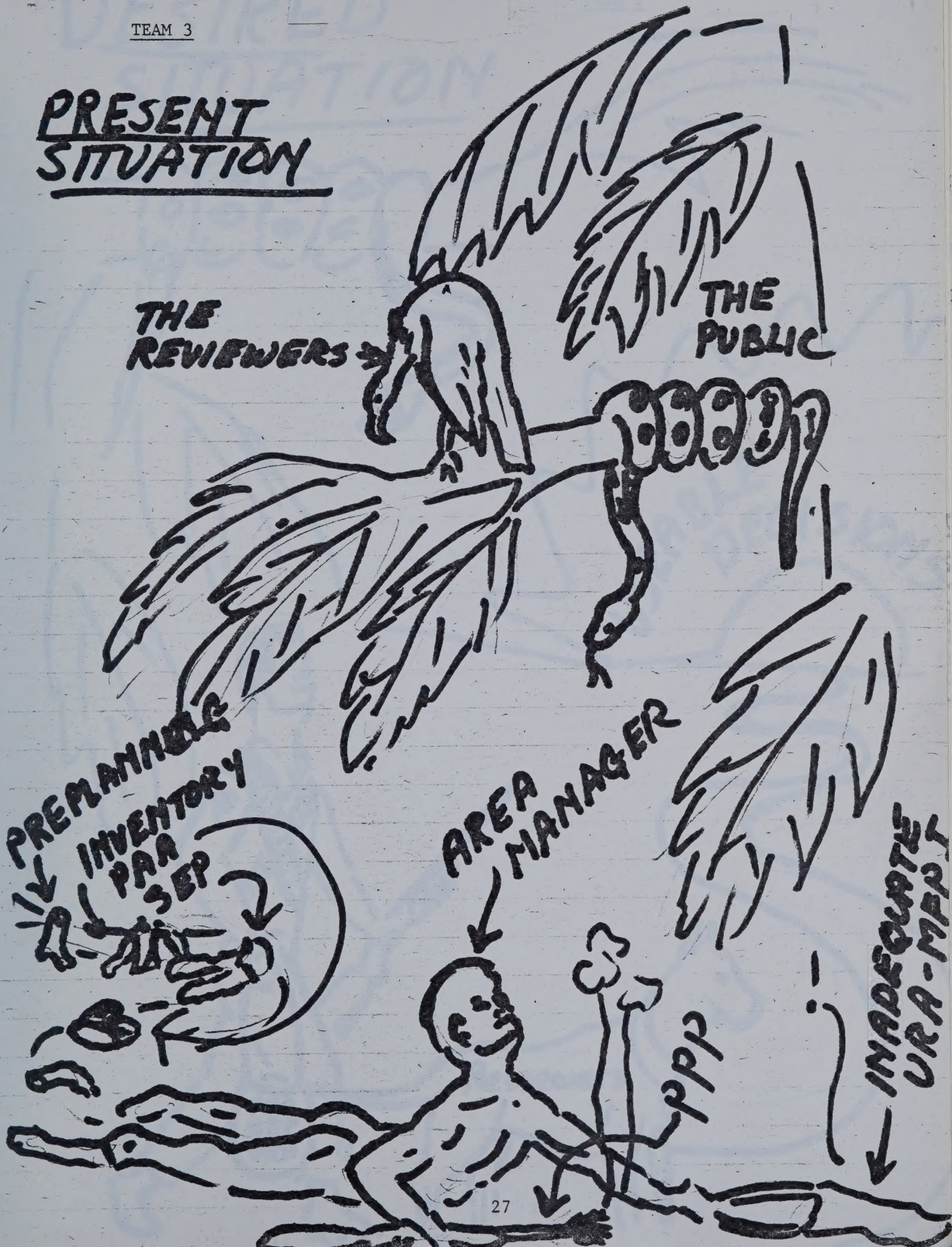
QUALITY
MEANS
TOGETHERNESS

DESIRED SITUATION

State Office and District staffs must develop team concept to facilitate building BPS documents with State Office participating throughout the process rather than on do-review-redo basis.

TEAM 3

PRESENT SITUATION



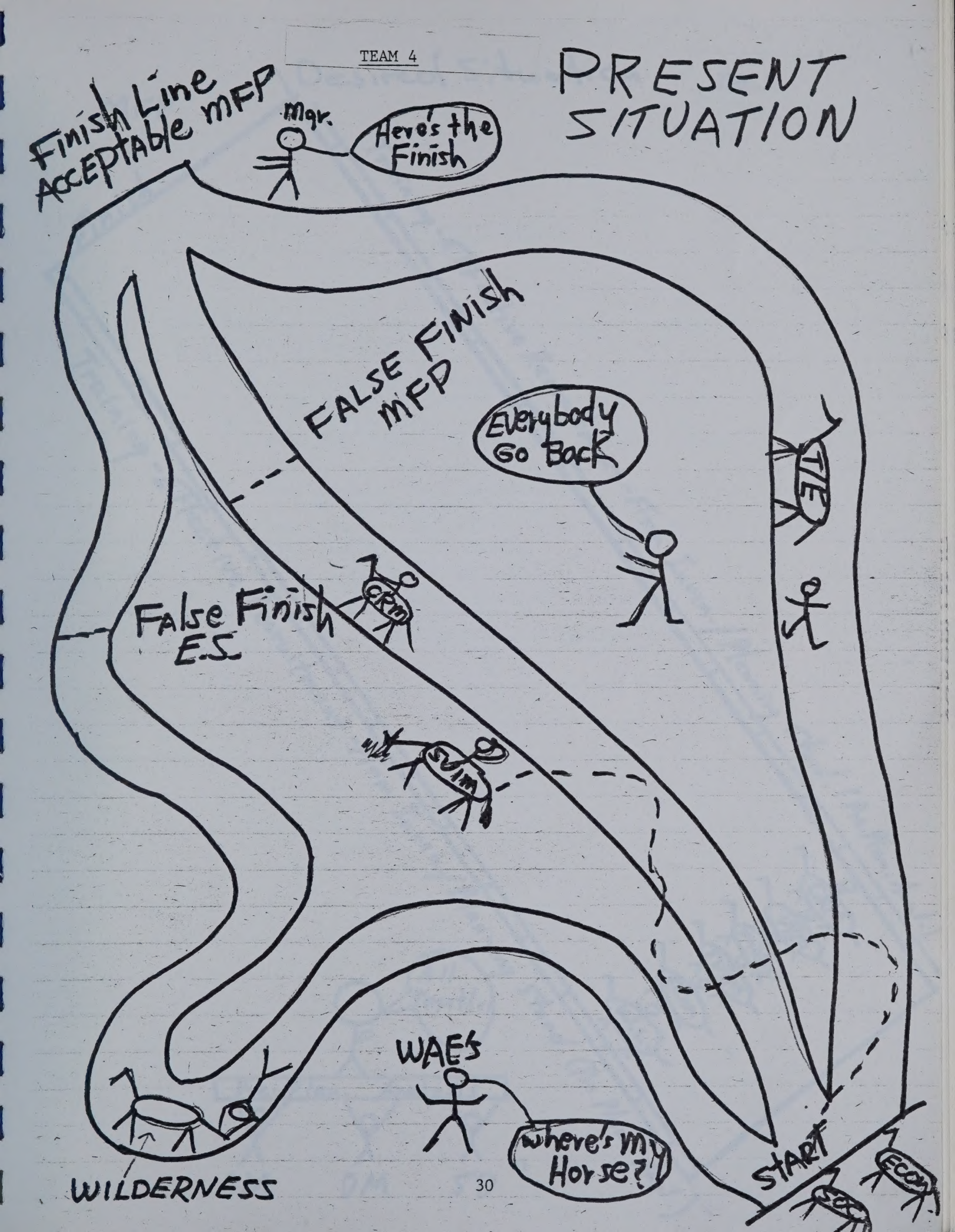
TEAM 3

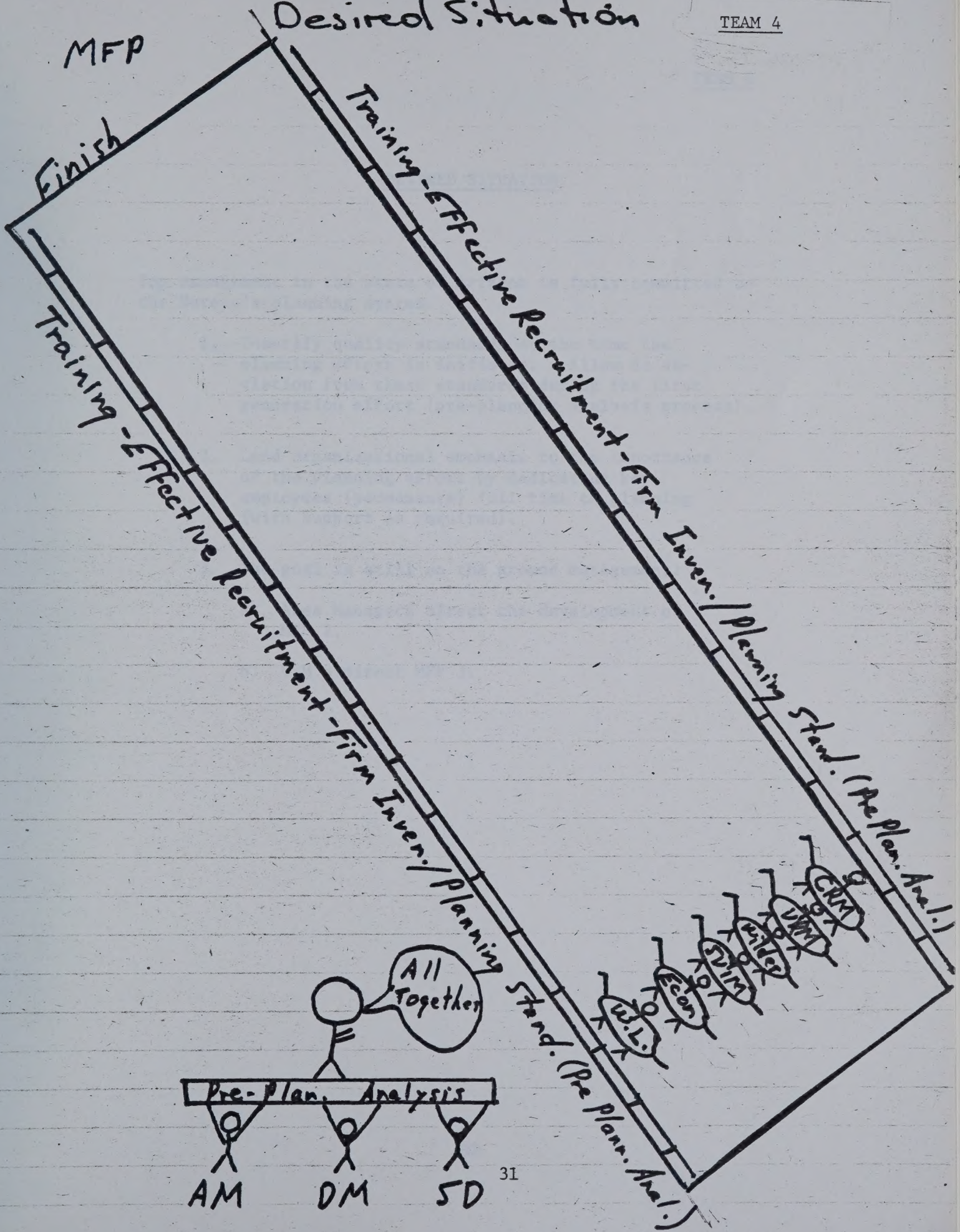
DESIRED SITUATION

DESIRED
SITUATION

DESIRED SITUATION

A planning process that leads to making the hard decisions, that provides for a mutually supportive process, and gives managers a document that can be used with confidence.


PRESENT SITUATION
Finish Line ACCEPTABLE MFP
Mgr.
Here's the Finish
FALSE FINISH MFP
Everybody Go Back
TIE
False Finish E.S.
ARM
SWIM
WAE's
Where's my Horse?
WILDERNESS
START
ECON
SOC


MFP
Desired Situation
Finish
Training - Effective Recruitment - Firm Inven./Planning Stand. (Pre Plan. Anal.)
Training - Effective Recruitment - Firm Inven./Planning Stand. (Pre Plan. Anal.)
All Together
Pre-Plan. Analysis
AM
DM
SD
C.I.M.
U.M.
Welder
SWIM
Econ
W.L.

DESIRED SITUATION

Top management in the state of Arizona is fully committed to the Bureau's planning system.

1. Identify quality standards at the time the planning effort is initiated. Allow no deviation from these standards during the first generation effort (pre-planning analysis process).

2. Lend organizational emphasis to the importance of the planning effort by dedicating key employees (permanents) full time to planning (with support as required).

3. The goal is still on the ground management:

   a. Area Managers direct the development of MFP 2.

   b. D.M.s direct MFP 3.

FORCE FIELD ANALYSIS

The following section presents the findings of the force field work teams. Findings are organized by first reporting a summary of the priority forces and accompanying objective statements. Complete listings of all helping and hindering forces identified by force field teams, together with each teams' collective perceptions on "force importance" and "force readiness-for-change" are also reported.

FORCE FIELD WORKSHEET

TEAM A PAGE 1

ID NUMBER	IMPORTANCE	READINESS	HINDERING FORCES	PRIORITY
1	H	H	1. Lack of timely staff inputs.	I abo AZ
2	H	H	2. Lack of scheduling lead time for SO assistance.	
3	M	M	3. A reluctance by S.O. and D.O. specialists to accept management modification of resource specialist's recommendations after MFP2&3.	
4	L	L	4. Resource-by-resource tunnel vision approach to planning.	
5	H	H	5. Lack of understanding in total/system and multiple use concept. planning	III
6	H	M	6. Bickering between staffs at S.O. and staffs at D.O. and between Staff Specialists.	IV A 18, A 37
7	H	L	7. Changing ground rules for planning bureau-wide.	
8	H	L	8. Lack of consistency of W.O. judgement standards.	
9	H	L	9. Time constraints that affect quality.	
11	H	M	11. State Director is hesitant to exercise decision authority for timely completion.	VII
12	H	L	12, Changing inventory standards causes backing up and starts over.	
13	H	L	13, Bureauwide management has not an early enough start or hard look at procedures to determine reasonableness.	
16	L	L	16. A lot of planning work is done with new and non-permanent employees.	
17	L	L	17, Lose integrity of the system because of "watchdog" resource responsibility.	
18	H	M	18. Advocacy approach to planning causes bitterness and end runs.	IV ref A-6 A-37
19	M	L	19. A lack of seasoning and high level professionalism causes lack of confidence in their manager.	
20	M	M	20. People end up doing planning when they think they were hired for something else.	V A-27
21	L	L	21. Lack of standards for planning jobs.	
22	L	L	22.Lack of planning team approach.	
24	L	L	24. People wear two hats and have more dedication to one speciality then the other.	

FORCE FIELD WORKSHEET

ITEM A PAGE 1

| | | |

FORCE FIELD WORKSHEET

TEAM A PAGE 2

ID NUMBER	IMPORTANCE	READINESS	HINDERING FORCES	PRIORITY
25	H	H	25. Easier to put planning off in favor of brush fires and day to day activity.	II A-32 A-33
26	H	L	26. People don't like to plan because nothing is implemented to show results.	
27	H	M	27. Lack of job satisfaction in doing planning.	(V) - se A-20
28	M	M	28. Plan guidelines do not well define Tech Services and Operations role.	
29	L	H	29. Emphasis on detail of MFP recommendations or decisions.	VIII
30	L	M	30. No effective D.O. organization for planning.	
31	H	L	31. Changing priorities causes false starts.	
33	H	H	33. Lack of expenditures of program funds for planning.	(II) ref A-25
34	H	M	34. Vacancies in key planning positions and delays in filling.	
35	L	L	35. Too much reliance on temporary employees.	
36	L	L	36. Bulky and cumbersome nature of planning documents, their availability, visibility and utility.	
37	M	H	37. Lack of team approach to planning by individuals in organization.	(IV) ref A-6 A-18
38	M	M	38. Unless involved in making URA, etc., its just another piece of paper and thus "no commitment".	
39	M	M	39. Distrust of data collected by others (particularly if temporary).	
40	H	L	40. Don't have permanent manpower to do planning.	

FORCE FIELD WORKSHEET

TEAM A PAGE 3

ID NUMBER	IMPORTANCE	READINESS	HELPING FORCES	PRIORITY
10	L	L	10. Time constraints help force completion.	
14	H	L	14. Changing inventory standards in a way that allows meeting time frames.	
15	H	L	15. Line management is convinced that Bureau planning system is best way.	
23	H	M	23. People making plans have to implement them.	VI
32	H	M	32. The PIPR is being used to hold people accountable for planning.	(II) ref A-2 A-3

Summary

Priority Forces and Objective Statements

Priority	Force No.	Objective Statements Include: Action Word "Do This" / Key Result Desired "To Get This" / Target Date "By This Time"	Includes	Synthesis No.
		Force:		
I	1.	Lack of timely staff input.		
	2.	Lack of scheduling lead time for S.O. assistance.		
		Objective:		
		Develop a system to insure timely S.O. staff input into District Planning Document development by the end of F.Y. 79.		

Summary

Priority Forces and Objective Statements

Priority	Force No.	Objective Statements Include: Action Word "Do This" / Key Result Desired "To Get This" / Target Date "By This Time"	Includes	Synthesis No.
II		Force: Hindering- Easier to put planning off in favor of other day to day activity. Lack of expenditure of program funds for planning. The PIPR is being used to hold people accountable for planning commitments. Objective: Develop ways to increase accountability for meeting A.W.P. planning commitments by September 30 of each year.	A-25 A-33 A-32	

Area ___ Page ___

Summary

Priority Forces And Objective Statements

Priority	Objective Statements Include: Action Word (Do This)	Key Result Desired (To Get This)	Target Date (By This Time)	Ref.
1C				
	Forces: Weakening: Easier to put planning off in favor of other day to day activity.			A-22 A-32
	Lack of expenditure of program funds for planning.			B-22
	The PTTP is being used to hold people accountable for planning commitments.			
	Objective:			
	Develop ways to increase accountability for meeting A.M.P. planning commitments by September 30 of each year.			

Summary

Priority Forces and Objective Statements

Priority	Force No.	Objective Statements Include: Action Word "Do This" / Key Result Desired "To Get This" / Target Date "By This Time"	Includes	Synthesis No.
III	5	Force: Lack of understanding in total planning system and multiple use concepts. Objective: To develop a program to increase BLM employees understanding of the Bureau Planning System and multiple use concepts by the end of F.Y. 79.		

Summary

Priority Forces and Objective Statements

Priority	Force No.	Objective Statements Include: Action Word "Do This" / Key Result Desired "To Get This" / Target Date "By This Time"	Includes	Synthesis No.
IV	37	Force: Lack of Team approach to planning by individuals in the organization. Objective: To develop a team approach to planning for individuals in the organization which will help to control advocacy approaches and help to promote the team concept by the end of F.Y. 79.	A 18 A 6	

Summary

Priority Forces and Objective Statements

Priority	Force No.	Objective Statements Include: Action Word "Do This" / Key Result Desired "To Get This" / Target Date "By This Time"	Includes	Synthesis No.
		Force:		
		Objective:		
V	20	V. People end up doing planning when he/she thinks he's/she's hired for something else.		
V	27	V. Lack of job satisfaction in doing planning.		
VI	23	VI. People making plans have to implement them.		
VII	11	VII. S.D. is hesitant to exercise decision authority for timely completion.		
VIII	29	VIII. Too much emphasis on detail of MFP recommendations for decisions.		

FORCE FIELD WORKSHEET

TEAM B PAGE 1

ID NUMBER	IMPORTANCE	READINESS	HINDERING FORCES	PRIORITY
2	H	H	Lack of training for people who implement B.P.S.	II 2, 14
3	H	H	Lack of DO/SO agreement on level of detail in final planning documents.	I 3, 26
4	L	H	Previous reviews have led to defensive attitude in D.O. about B.P.S.	
6	H	L	Changing manual standards and instructions.	
7	H	M	Conflicting workloads delay input by S.O. staff.	III
9	H	L	Short time frames.	
10	L	L	Travel restrictions	
12	L	M	Reviewers lack of knowledge of on-the-ground problems.	
13	H	L	Lack of D.O. manpower to complete all phases of B.P.G.	
14	M	L	Turnover in S.O. staff resulting in inexperienced people.	II 2, 14
15	M	H	Lack of planning expertise (procedures) at District level.	V
16	M	M	Dual roles lead to confusion.	VIII
17	H	L	New legislation demands.	
18	H	M	Overcommitting of staff or lack of priority setting.	IV
19	H	M	Unprogrammed work - public demand.	IV
20	H	L	Lack of good inventory.	
22	M	L	Turnover in WAE positions	
23	H	M	Delay in filling positions.	VI
25	M	M	Lack of full utilization of total staff.	VII
26	H	H	Pre-planning analysis not completed.	I 3, 26

FORCE FIELD WORKSHEET

TEAM B PAGE 2

ID NUMBER	IMPORTANCE	READINESS	HELPING FORCES	PRIORITY
1	H	L	Top management committed to teamwork effort.	
5	H	L	MFP decisions that have been made are being used.	
8	M	H	Positive attitude in SO reviews is improving.	
21	L	L	Utilization of new system for future ESs.	
24	H	M	Well qualified individuals.	

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Denver Federal Center
Bldg. 85, OC-521
P.O. Box 25047
Denver, CO 80225

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Summary

Priority Forces and Objective Statements

Priority	Force No.	Objective Statements Include: Action Word "Do This" / Key Result Desired "To Get This" / Target Date "By This Time"	Includes	Synthesis No.
	I	**Force:** The lack of pre-planning analysis in Arizona has resulted in disagreement between the S.O. and D.O. staffs in the level of detail required in final planning components.		
I		**Objective:** The S.D. will issue procedures to guide SO Divisions & DM's in the preparation and use of PPA's by December 30, 1978.		

Summary

Priority Forces and Objective Statements

Priority	Force No.	Objective Statements Include: Action Word "Do This" / Key Result Desired "To Get This" / Target Date "By This Time"	Includes	Synthesis No.
	II	**Force:** Turnover in D.O. and S.O. staffs results in personnel untrained in B.P.S.		
II		**Objective:** Do this: Planning coordinators and training Officers will develop continuing training programs for District and S.O. levels covering B.P.S. procedures for all target employees. Implement in upcoming AWP.		

Summary

Priority Forces and Objective Statements

Priority	Force No.	Objective Statements Include: Action Word "Do This" / Key Result Desired "To Get This" / Target Date "By This Time"	Includes	Synthesis No.
	III	**Force:** Conflicting workloads on S.O. staff delays timely input to B.P.S. components and thus contributes to major "re-do's" and time-consuming conflicts during the review process.		
III		**Objective:** S.O. divisions are to program sufficient MMs to insure timely input by S.O. staffs into District planning efforts. Districts will have the responsibility of notifying S.O. staff with a minimum of one month lead time, when such input is needed.		

Summary

Priority Forces and Objective Statements

Priority	Force No.	Objective Statements Include: Action Word "Do This" / Key Result Desired "To Get This" / Target Date "By This Time"	Includes	Synthesis No.
	IV	**Force:** Mandatory unprogrammed work (e.g. public demand casework) over-extends staff specialists and results in planning work being deferred or lacking quality.		
IV		**Objective:** Area managers will program in AWP adequate time (MM) for staff specialists to accomplish high priority planning documents and recurring, mandatory, unprogrammed workloads.		

FORCE FIELD WORKSHEET

TEAM C PAGE 1

ID NUMBER	IMPORTANCE	READINESS	HINDERING FORCES	PRIORITY
2	M	H	Reluctance to deal with hard decisions	
3	H	H	Lack of experience and people to complete step IV	VII
4	H	L	Try to make planners out of non-planners	
5	H	H	Inadequate inventories	IV
6	H	L	Other priority interference	
7	M	H	Fear of public reaction	
8	L	L	Lack of cooperation from other state agencies	
9	H	L	New and changing demands on public land resources	
10	M	H	Lack of assistance	
11	H	L	Lack of manpower support	
12	L	L	Employee turnover	
13	M	M	Lagtime in filling positions	
14	H	M	Lagtime in issuing contracts	
15	H	L	Required to enforce Eastern ideas on Western lifestyles	
16	H	L	Short time frames to do job	
17	H	H	Absence of technical guidance on URA 3 & 4	III
18	H	H	No preplanning analysis	II
19	L	L	Delay in AWP approval	
20	M	H	Too much tunnel vision (Reluctance to look at other BLM programs to see interrelationships and impacts)	
21	M	H	Poor public involvement	
23	H	L	Publics are absent or dispensed from area being planned	

FORCE FIELD WORKSHEET

TEAM C PAGE 2

ID NUMBER	IMPORTANCE	READINESS	HINDERING FORCES	PRIORITY
24	L	L	Efforts of some public groups to discourage planning	
25	M	L	Western attitude of "Leave it alone" or "To do nothing is good"	
26	M	L	BLM regulations and procedures do not always lend themselves to Arizona	
27	H	H	Organizational problems	VI
29	H	H	Lack of training	V
30	H	M	Public does not understand BLM role	
31	L	L	Public apathy	
32	L	L	Everyone is planning	
33	H	H	MFP decisions are not forthright and clear	VIII
34	L	H	BLM not skilled in public presentations	
35	H	H	Lack of statewide management and overview system	I

FORCE FIELD WORKSHEET

TEAM C PAGE 3

ID NUMBER	IMPORTANCE	READINESS	HELPING FORCES	PRIORITY
1	H	L	Top management commitment to quality	
22	H	L	Good planning system	
28	H	L	Good personnel	
36	H	L	Sincerety of our people to seek and use public input	
37	H	L	Adequate support thru law	

Summary

Priority Forces and Objective Statements

Priority	Force No.	Objective Statements Include: Action Word "Do This" / Key Result Desired "To Get This" / Target Date "By This Time"	Includes	Synthesis No.
II	18	Force: No preplanning analysis. Objective: Each DM should personally review and approve a preplanning analysis document prior to future planning starts.		

Summary

Priority Forces and Objective Statements

Priority	Force No.	Objective Statements Include: Action Word "Do This" / Key Result Desired "To Get This" / Target Date "By This Time"	Includes	Synthesis No.
III		**Force:** Absence of technical guidance in URA steps -3 and -4. **Objective:** ASO will visit the District Office several times during the preparation of URAs to assist in developing: 1. a quality URA step-3 2. realistic and achievable opportunities to develop resources in step 4 (URA).		

Summary

Priority Forces and Objective Statements

Priority	Force No.	Objective Statements Include: Action Word "Do This" / Key Result Desired "To Get This" / Target Date "By This Time"	Includes	Synthesis No.
IV		**Force:** Inadequate inventories. **Objective:** DMs must identify necessary levels of inventory at the preplanning phase and see that appropriate inventories are accomplished as part of the normal AWP process.		

Summary

Priority Forces and Objective Statements

Priority	Force No.	Objective Statements Include: Action Word "Do This" / Key Result Desired "To Get This" / Target Date "By This Time"	Includes	Synthesis No.
I	35	Force: Lack of a statewide management and overview system. Objective: ASO should take the lead to prepare a written management system for review in draft form at the next management team meeting and to be finalized within 30 days thereafter.		

FORCE FIELD WORKSHEET

TEAM D PAGE 1

ID NUMBER	IMPORTANCE	READINESS	HINDERING FORCES	PRIORITY
1.	H	L	Lack of Skills (eg. Socio., Econ., Botanist)	
2.	H	H	Organization Structure (Lack of)	1
3.	H	L	Changing Schedules	
4.	H	L	Changing Standards	
6.	H	H	Training Needs (Safford & Phoenix)	3
7.	H	L	Inadequate time allowed.	
9.	H	L	High turnover rate.	
10.	M	H	Lack of common understanding as to level of specificity needed.	
11.	H	L	Inadequate budget for needed inventory.	
12.	M	L	WAE insecurity (High Turnover)	
13.	L	L	Manual requirements too much.	
14.	H	H	Lack of pre-plans.	2
15.	H	H	Lack of proper balance between resources.	5
17.	H	H	Not clear on relationship between MFP's and ES's.	4
18.	H	H	Public Participation Plans	3
21.	H	H	Lack of common understanding of quality standards by S.O. reviewers.	6
22.	M	M	E.S. preparation overshadows planning.	

FORCE FIELD WORKSHEET

TEAM D PAGE 2

ID NUMBER	IMPORTANCE	READINESS	HELPING FORCES	PRIORITY
5.	L	L	Manual Standards are more definitive than previously.	
8.	H	L	Management is committed to the planning system.	
16.	H	L	MFPs are being used.	
18.	H	H	Public Participation Plans give direction to public involvement.	VIII
19.	H	H	Reduce the number of planning units in the Phoenix District.	VII
20.	H	L	Willingness of ASO staff to assist.	

Summary

Priority Forces and Objective Statements

Priority	Force No.	Objective Statements Include: Action Word "Do This" / Key Result Desired "To Get This" / Target Date "By This Time"	Includes	Synthesis No.
I	2	Force: Lack adequate organizational structure in Districts to facilitate effective planning. Objective: Districts analyze T/O and recommend structure to accomplish planning workload for ASD concurrence by Nov. 15, 1978. Implementation of structural changes will be geared to District Planning workload, but will be accomplished by September 30, 1979.		

Summary

Priority Forces and Objective Statements

Priority	Force No.	Objective Statements Include: Action Word "Do This" / Key Result Desired "To Get This" / Target Date "By This Time"	Includes	Synthesis No.
II.	14	**Force:** Lack of preplanning. **Objective:** Prior to beginning inventories for a new planning start or revision, a preplanning analysis will be prepared giving level of inventory, achieving necessary balance between elements, providing schedules, time frames, participants by skill and MM's dollar requirements. Problems: Issues must be identified and provide basis for preplan. FY 79 AWP will be based on this policy and time will be programmed for pre-planning efforts each F.Y. as necessary.		

Summary

Priority Forces and Objective Statements

Priority	Force No.	Objective Statements Include: Action Word "Do This" / Key Result Desired "To Get This" / Target Date "By This Time"	Includes	Synthesis No.
III.	6	Force: Planning System training inadequate in Safford and Phoenix Districts. Objective: Conduct planning system training in Safford and Phoenix Districts by February 1979, w/DSC participation, which will equip District employees w/capability to produce adequate, effective MFP's and other planning documents.		

Summary

Priority Forces and Objective Statements

Priority	Force No.	Objective Statements Include: Action Word "Do This" / Key Result Desired "To Get This" / Target Date "By This Time"	Includes	Synthesis No.
IV	17	**Force:** Not clear on relationship between ES and MFP. **Objective:** Arizona SO will issue I.M. clarifying the relationship between MFP and ES as to level of detail to be assessed and scope of resource coverage by March, 1979.		

Summary

Priority Forces and Objective Statements

Priority	Force No.	Objective Statements Include: Action Word "Do This" / Key Result Desired "To Get This" / Target Date "By This Time"	Includes	Synthesis No.
		Force: 5 thru 8		
		Objective:		
V.	15	Lack of proper balance between resources.		
VI.	21	Lack of common understanding of quality standards by S.O. reviewers.		
VII.	19	Develop adequate public participation plans.		
VIII.	18	Reduce the number of planning units in the Phoenix District.		

ACTION PLANS

The following section reports the completed staff work generated by the Action Planning Teams.

These teams were developed from the work of the "consensus team" whose task was to synthesize the work products of the force field teams. The consensus team identified the most frequently reported priority forces and developed action team membership on the basis of participant expertise and experience, as well as on other factors.

The task of the Action Teams was to develop a step-wise change procedure for dealing with identified problem areas.

Synthesis Activity Findings*

Synthesis:	References:			
Action Items	Work Group Priority Recommendations			
	A	B	C	D
1. Quality Control and Review	A_1	B_3	C_1	D_6
2. Preplanning Analysis		B_1	$C_{2,4}$	D_2
3. Program Management and Accountability	A_2	B_4	C_3	D_4
4. BPS Awareness and Training	$A_{3,4}$	B_2		D_3
5. Organization		B_7	C_6	D_1

*The alpha-numeric reference system indicates the priority recommendations of the Force Field Work Teams. The matrix represents a synthesis of the team work products, thus, Synthesis Action Team 1 was Force Field Team A's first priority item, Team B's third priority item, Team C's first priority item and Team D's sixth priority item.

ACTION PLAN TEAMS - ASSIGNMENTS

ACTION PLAN TEAMS

Group 1 - Quality Control and Review

Bill Barker*
Ken Moore
Max Bruce
Jorden Pope
Vernon Saline

Group 2 - Pre-Planning Analysis

Bob Steele*
Malcolm Schnitker
Hal Ramsbacher
Ferron Leavitt
B. Archibald

Group 3 - Program Management & Accountability

Ken Drew*
Glen Collins
Gary McVicker
Karl Kipping
Homer Byrd

Group 4 - Awareness and Training

Guy Baier*
Dean Durfee
Kenny Reinert
Bob Whitaker

*Team Leader

OBJECTIVE STATEMENTS

&

ACTION PLANS

Objective:

State Director will develop and implement a system to insure timely input and review by S.O. staffs of D.O. planning documents based upon mutually established quality standards as stated in the pre-planning analysis.

Team 1

OBJECTIVE (WHAT): Quality Control & Review

ACTION PLAN

MEASUREMENTS (WHAT): _____

APPROXIMATE MANHOURS: _____

COMPLETION DATE (WHEN): _____

APPROXIMATE COSTS _____

Work Steps (How)	Who Does It	Approx Costs		Begin When	Finish When	Expected Results - What Will This Step Do?	Actual Results - What Did It Do?
		Man-Hours	Travel Costs				
1. Issue a directive establishing a process of S.D. assistance to - and review of - BPS documents and providing the means of defining quality standards:	S.D.			10/1/78	1/1/79	Initiate system	
a. Establish appropriate quality standards (in terms of level of detail for each activity) for each planning effort (inventory through MFP).	D.O. S.O.			Prior to Inventory		Mutually agreed and understood standards	Will allow scheduling for AWP
b. Estimate schedule for S.O. staffs assistance and review of BPS documents for each planning effort.				Prior to Inventory		Mutually agreed and understood schedule	
c. Assure staffs providing assistance and review are trained in BPS.	S.D.			Immed.	Continuing	Effective assistance and review	
d. Reviews will be based on standards established at the time the planning effort is initiated.	S.O./ D.O. staffs			1st review	Continuing	Consistency and fewer false starts	
2. Initiate above system on aquarius/ Hualapai ES area and any subsequent planning starts.	S.O. D.O.			To accommodate existing schedule		Testing of system	

OBJECTIVE (WHAT): Quality Control & Review

ACTION PLAN

MEASUREMENTS (WHAT): _____

APPROXIMATE MANHOURS: _____

COMPLETION DATE (WHEN): _____

APPROXIMATE COSTS _____

Work Steps (How)	Who Does It	Approx Costs		Begin When	Finish When	Expected Results - What Will This Step Do?	Actual Results - What Did It Do?
		Man-Hours	Travel Costs				
3. Evaluate effectiveness of system after first complete planning effort.	S.D.			-	-	Provide basis for revision of system if necessary.	

Objective:

To provide a frame work for issue-focused, cost/effective land use planning by implementing provisions of BLM Manual 1601.51 (Preplanning Analysis) to set parameters for:

1. Identification of critical land use management and resource allocation problems (issues).

2. Quality standards and level of specificity necessary to provide adequate planning documents in accordance with S.D. planning performance standards.

3. Firm schedule for preparation and review of inventory, planning and ES documents.

4. Budget estimates and manpower allocations.

5. Identification of persons responsible for component completion.

Team 2

OBJECTIVE (WHAT): Pre-Planning Analysis

ACTION PLAN

MEASUREMENTS (WHAT):_____ APPROXIMATE MANHOURS:_____

COMPLETION DATE (WHEN):_____ APPROXIMATE COSTS_____

Work Steps (How)	Who Does It	Approx Costs		Begin When	Finish When	Expected Results - What Will This Step Do?	Actual Results - What Did It Do?
		Man-Hours	Travel Costs				
1. S.D. assigns lead for project accountability.	A.S.D.			11/1/78	11/1/78	Places responsibility for project	
2. Request nominations from D.M.s and S.O. Division Chiefs for review team participants.	A.S.D.			11/13/78	11/13/78	List of key persons from each organizational unit.	
3. Selection of team.	A.S.D.			11/27/78	11/27/78	Formulation of a balanced team.	
4. Convene team to evaluate the need to "supplement" 1601.51 and app. 3 to satisfy needs of BLM planning in Arizona.	A.S.D.			12/4/78	12/21/78	A written set of findings and recommendations.	
5. Brief S.D./A.S.D. as to findings and recommendations.				12/22/78	12/22/78	Allow S.D./A.S.D. opportunity to make knowledgeable decision regarding need for future course of action.	
6. S.D. determines need and level of subsequent course of action.				1/8/79	1/8/79	Decision	

OBJECTIVE (WHAT): Pre-Planning Analysis

Team 2

ACTION PLAN

MEASUREMENTS (WHAT): _____

APPROXIMATE MANHOURS: _____

COMPLETION DATE (WHEN): _____

APPROXIMATE COSTS _____

Work Steps (How)	Who Does It	Approx Costs		Begin When	Finish When	Expected Results - What Will This Step Do?	Actual Results - What Did It Do?
		Man-Hours	Travel Costs				
7. Formalize S.D. decision and develop subsequent course of action.				1/8/79	1/12/79	Written decision statement describing next step.	
8. (a) If supplemental guidance necessary:						Detailed guidance	
1. Team				1/29/79	2/23/79		
2. Field review				3/5/79	3/19/79		
3. Final draft document				3/19/79	3/23/79		
(b) If unnecessary, go to next step.				1/22/79			
9. S.D. issues instructions for implementation				1/22/79 & 4/2/79	4/2/79	Implementation	
10. Training (PPA)				TBD(elephant)		Quality documents	
11. Evaluation				Dependent on date of first start		Eliminate deficiency	

Team 3

Objective:

Develop and implement program management procedures for achieving shared S.O. and D.O. accountability (both organizationally and individually) for meeting AWP planning commitments.

Team 3

OBJECTIVE (WHAT): Program Management and Accountability

ACTION PLAN

MEASUREMENTS (WHAT):_____

APPROXIMATE MANHOURS:_____

COMPLETION DATE (WHEN):_____

APPROXIMATE COSTS_____

Work Steps (How)	Who Does It	Approx Costs		Begin When	Finish When	Expected Results - What Will This Step Do?	Actual Results - What Did It Do?
		Man-Hours	Travel Costs				
1. State Director issues instruction memorandum stating strong personal interest in timely completion of quality planning work.	S.D.				10/15/78	Re-emphasizes concern for meeting planning commitments. Strengthens self discipline at all levels.	
2. State Director issues guidelines Update and reissue state supplemental guidance (1601), formerly A.S.O. 75-95 including: - minimum quality standards - guidelines for pre-planning analysis - a"checklist flow chart" identifying tasks and responsibilities for planning document preparation review and quality control - clarifies roles and responsibilities for S.O. and D.O. staffs	S.D.				1/31/79	Provides uniformity in planning approach and strengthen team concept. Provides tools for establishing teams and insures follow-through on individual accountability.	
3. In preparing AWP, the D.O. will: - Prepare and submit (with the AWP)	D.M.			At start of each FY during		- Establishes D.O. team for each planning effort	

Team 3

OBJECTIVE (WHAT): Program Management and Accountability

ACTION PLAN

MEASUREMENTS (WHAT): _____

APPROXIMATE MANHOURS: _____

COMPLETION DATE (WHEN): _____

APPROXIMATE COSTS _____

Work Steps (How)	Who Does It	Approx Costs		Begin When	Finish When	Expected Results - What Will This Step Do?	Actual Results - What Did It Do?
		Man-Hours	Travel Costs				
a work assignment flow chart for each planning effort which includes individual assignments for completion of planning components and skills lacking in the district. - Insure that work months and planning commitments are consistent. - Insure that sufficient work months are identified for unprogrammed work.				AWP preparation		- defines planning effort for the FY - assigns work item responsibility and accountability at D.O. level. - D.O. and S.O. staffs know at the start of the FY the job they have to do, W.M.s programmed and target dates for completion. - reserves adequate W.M.s for planning job.	
4. Identify S.O. counterparts, provide needed skills as necessary to complete the planning team for each planning effort. Names and assignments are indicated on the work assignment flow chart and the S.D and D.M. sign off.	PC Staff D.M.			During AWP finalization		- completes planning team necessary for each planning effort. - defines individual roles and accountability for each planning effort.	

Team 3

OBJECTIVE (WHAT): Program Management and Accountability

ACTION PLAN

MEASUREMENTS (WHAT): _____

APPROXIMATE MANHOURS: _____

COMPLETION DATE (WHEN): _____

APPROXIMATE COSTS _____

Work Steps (How)	Who Does It	Approx Costs		Begin When	Finish When	Expected Results - What Will This Step Do?	Actual Results - What Did It Do?
		Man-Hours	Travel Costs				
						- promotes lateral and vertical coordination within and between D.O. S.O. staffs.	
5. P.C. staff will develop tracking chart from district checklists - flow charts.	P.C. Staff D.M.			During AWP finalization		- monitors progress - maintains a team effort during the planning process - helps (management) recognize and correct planning problems and deficiencies early enough to meet target dates.	
6. District and State Office supervisors will build planning commitment accountability into PIPRs and revise the P.D.s as appropriate.						Emphasizes individual accountability and promotes self-discipline.	
7. During the fiscal year:	P.C.Staff			Throughout fiscal year		- promotes team concept.	

Team 3

OBJECTIVE (WHAT): Program Management and Accountability

ACTION PLAN

MEASUREMENTS (WHAT): _____

APPROXIMATE MANHOURS: _____

COMPLETION DATE (WHEN): _____

APPROXIMATE COSTS _____

Work Steps (How)	Who Does It	Approx Costs		Begin When	Finish When	Expected Results - What Will This Step Do?	Actual Results - What Did It Do?
		Man-Hours	Travel Costs				
- planning teams should begin with a good understanding of their part of AWP planning commitments - hold periodic planning team progress discussions with frequent S.O. staff participation. These discussions must illustrate strong supervision emphasis on meeting planning commitments to help promote and maintain the self discipline necessary for the planning effort. - P.C. Staff followup on planning progress will be recorded on tracking chart (see Item 5).	D.M./ Team Leaders and Members					- helps individuals understand their part in the total effort. - lets individuals know how they are doing in relation to rest of team. - tracks progress (monthly) - meets AWP commitments for planning.	

Objective:

Develop and implement a training and organizational model by the end of FY 79 which will increase employee understanding of BPS and multiple use concepts on a continuing bases. Clarify identification of roles, control, advocacy and promote team development.

Team 4

OBJECTIVE (WHAT): Awareness and Training

ACTION PLAN

MEASUREMENTS (WHAT): _____

APPROXIMATE MANHOURS: _____

COMPLETION DATE (WHEN): _____

APPROXIMATE COSTS _____

Work Steps (How)	Who Does It	Approx Costs		Begin When	Finish When	Expected Results - What Will This Step Do?	Actual Results - What Did It Do?
		Man-Hours	Travel Costs				
1. S.D. issues BPS training program outline.	P.C. Staff S.D.			10/1/78	11/1/78	Initiates organized, identified action plan.	
2. Prepare, schedule, conduct employee orientation to BPS.	P.C.Staff Lead			11/1/78	3/1/79 & annual	Increased awareness of BPS concepts.	
3. Prepare, schedule, conduct training for specialists assigned to BPS document completion: a. Overview: roles/responsibility b. Technical training	P.C.Staff lead & Coord.			Prior to any new starts		Less role conflicts Cost savings Faster completion Higher quality documents Better coordination	
4. Establish planning team for each URA/ MFP: a. D.O. action team b. S.O. support/action team	D.M. A.S.D.			Prior to any new starts		Better role identification Higher commitment to goals Better visibility for planning team	
5. Prepare, schedule, conduct planning team training.	P.C. Staff lead			Prior to any new starts		Less role conflict Higher commitment to goals Timely completion	

BUREAU PLANNING SYSTEM
WORKSHOP QUESTIONNAIRE

The success of any workshop of this nature is dependent upon the participants and it is important to have input from those who have experienced this workshop effort. Your input now will be used to improve workshop procedures in order that others may also benefit from your experience.

The questions asked were designed to elicit information in the following areas:

- whether the workshop was useful to the participants
- if useful, what techniques were more helpful than others
- whether the workshop was helpful in issue and problem identification as a basis for change
- how future workshops can be improved
- and, what other ways can the Service Center or State Office be helpful in attaining planning quality

BPS QUALITY WORKSHOP

Post Workshop Questionnaire

We believe you can be an important contributor toward the improvement of this effort. Please provide us with your honest feedback. Circle the number that most closely represents your perception. Some items ask for written responses.

Do not give your name, but please check whether you are a manager or staff and your management level. We hope that you will find this questionnaire interesting and thought provoking.

Manager ( ) Staff ( )

Supervisor ( ) Non-Supervisor ( )

Level: State Office ( )

District Office ( )

Area Office ( )

1. Was the workshop helpful in opening up communications?

1	2	3	4	5
Little		Some		A Great Deal

How?

2. Was the workshop helpful in identifying issues that can increase the quality of planning documents?

1	2	3	4	5
Little		Some		A Great Deal

How?

3. Implementation of the Action Plans developed by the work teams will increase our organization effectiveness in dealing with BPS quality issues.

5	4	3	2	1
Strongly Agree		Uncertain		Strongly Disagree

4. Would you participate and support Team (intra-office work units) and/or Inter-Team (between office, State-District) Workshops in the future if needed?

Yes _____ No _____

Why?

5. List 3 factors, if any, that <u>contributed most</u> to your learning experience from the workshop.

a.

b.

c.

6. List 3 factors, if any, that detracted most of the workshop to your learning experience.

   a.

   b.

   c.

7. I feel that I have a good working knowledge of the Force Field Analysis Technique.

5	4	3	2	1
Strongly Agree		Uncertain		Strongly Disagree

8. What are some other things the Washington Office, Service Center, State Office or Districts could do that you feel would be helpful to attain planning quality?

   a.

   b.

   c.

9. I feel that there is more of an overall team feeling as a result of this workshop in our organization.

5	4	3	2	1
Strongly Agree		Uncertain		Strongly Disagree

   Explain:

10. Further comments:

POST-QUESTIONNAIRE RESULTS

QUESTIONNAIRE RESULTS

The overall results of the questionnaire are fairly positive. Many participants gave helpful suggestions for improvement. Also included is a graphic representation of those questions using scales.

Responses to question one indicate that most individuals felt there was an increase in communication at all levels. This included communication between management and staff and between State and District Offices. Communication and open communication lines between various management levels will be very important in insuring success of action plan implementation.

Question two identified respondents' desire to develop an understanding of the objectives of a regional plan. The mean score of 4.48 indicated that participants felt the workshop was extremely useful in identifying issues that can increase the quality of planning documents.

Question three deals with the extent to which participants feel that the action plans developed by the work teams will increase organization effectiveness in dealing with BPS quality issues. A mean score of 4.04 strongly suggests that workshop participants are confident that the completed action plans will resolve many problems associated with quality in planning system documents.

Responses to question four were unanimous (yes 21, no 0) in support of the utilization of the workshop techniques for bringing subordinate staff into the "planning team". Participants felt that the mechanisms employed in the workshop would be productive in developing an overall "quality orientation" throughout the planning system.

The reactions to question five included a variety of responses. The most recurrent theme being the reflection of a sharing of ideas, openness and going beyond just problem identification. All of these point to better and more free communication.

Question six sought responses concerning factors that detracted from the workshop learning experience. Comments ranged from a desire for more time in small group activities to a desire for more specificity on the action plan assignments.

Question seven relates to participants' overall feelings of competency with the Force Field Analysis Technique. This question, in part, seeks to gain an understanding of the extent to which management might feel comfortable utilizing the workshop mechanisms for training subordinate staff at the local levels. Responses to the scaled question indicate strong feelings of competency and working knowledge of the approach with the mean rating falling at 4.09.

Question eight asked for suggestions on how Service Center, State Office, and Washington Office staff could aid in attaining quality planning. All of the responses to this question are helpful to central office staff. This will help not only future workshops but requests from the field for technical assistance. A number of items indicated a desire for "good examples". Good examples of MFP 1, 2 and 3 were included in each notebook and other planning system components were on hand for reference at Cheyenne. Because of the size of the material, it was not feasible to give a full BPS sample set to each participant. Please remember that a specific component or sub-component example can be requested from DSC, D-380.

Question nine requested participants to respond on a scale of strongly agree to strongly disagree, regarding the extent to which the workshop was helpful in developing an "overall team feeling". Responses to the item, as can be seen on the graph, suggest most participants were in positive agreement regarding the contribution of the workshop toward "team building" with the mean rating centered at 4.43.

Finally, question ten provided an opportunity for participants to relate further comments or suggestions. This data will be useful in future planning efforts as well as the design and delivery of future workshops.

PARTICIPANT RESPONSES

1. Was the workshop helpful in opening up communications?

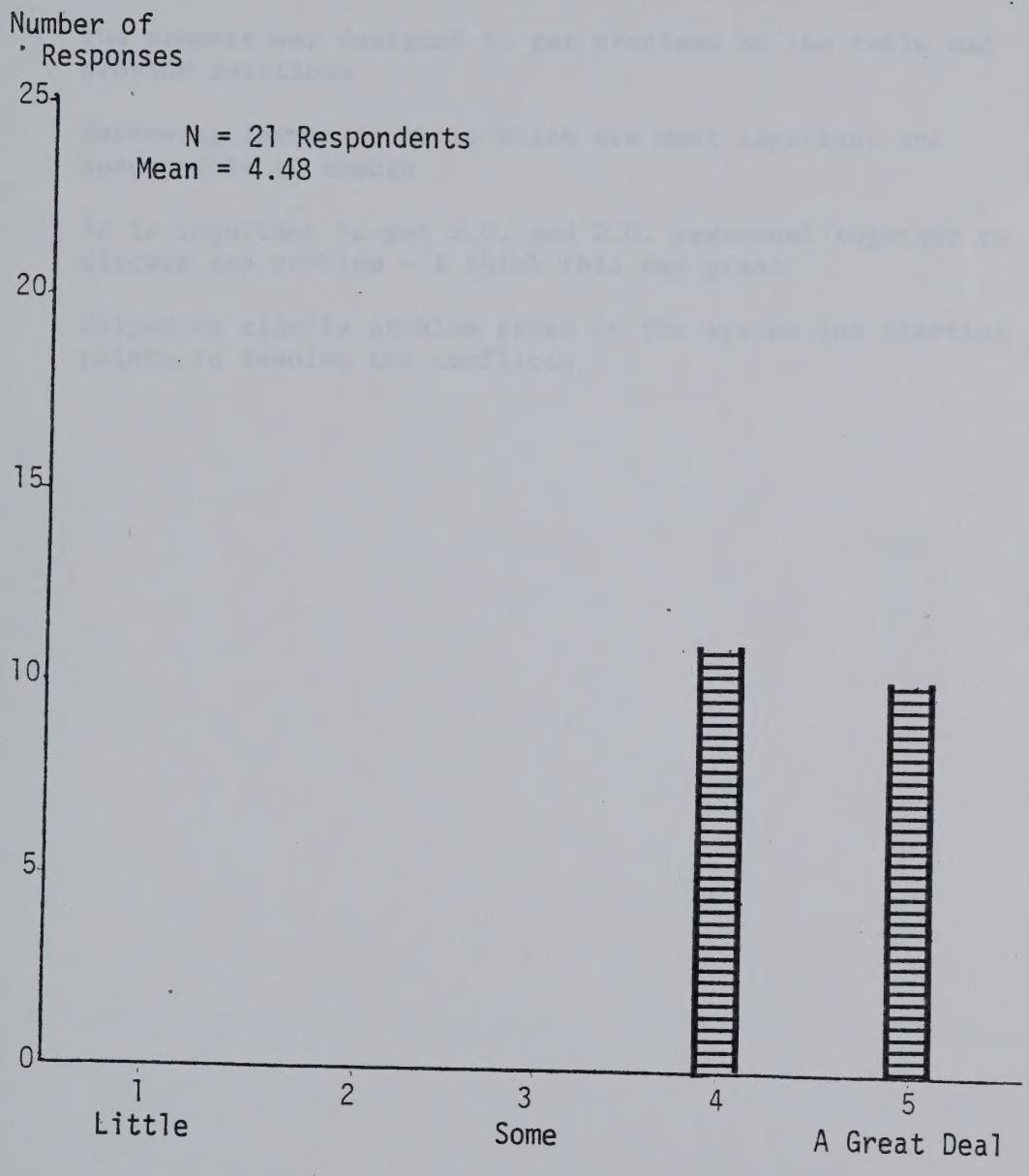
How?

Exposed common problems, got them on the table and provided solutions

A part of the procedures

People were able to speak freely and helpful suggestions were offered

1. Was the workshop helpful in opening up communications?



2. Was the workshop helpful in identifying issues that can increase the quality of planning documents?

How?

Common issues presented and action plans identified

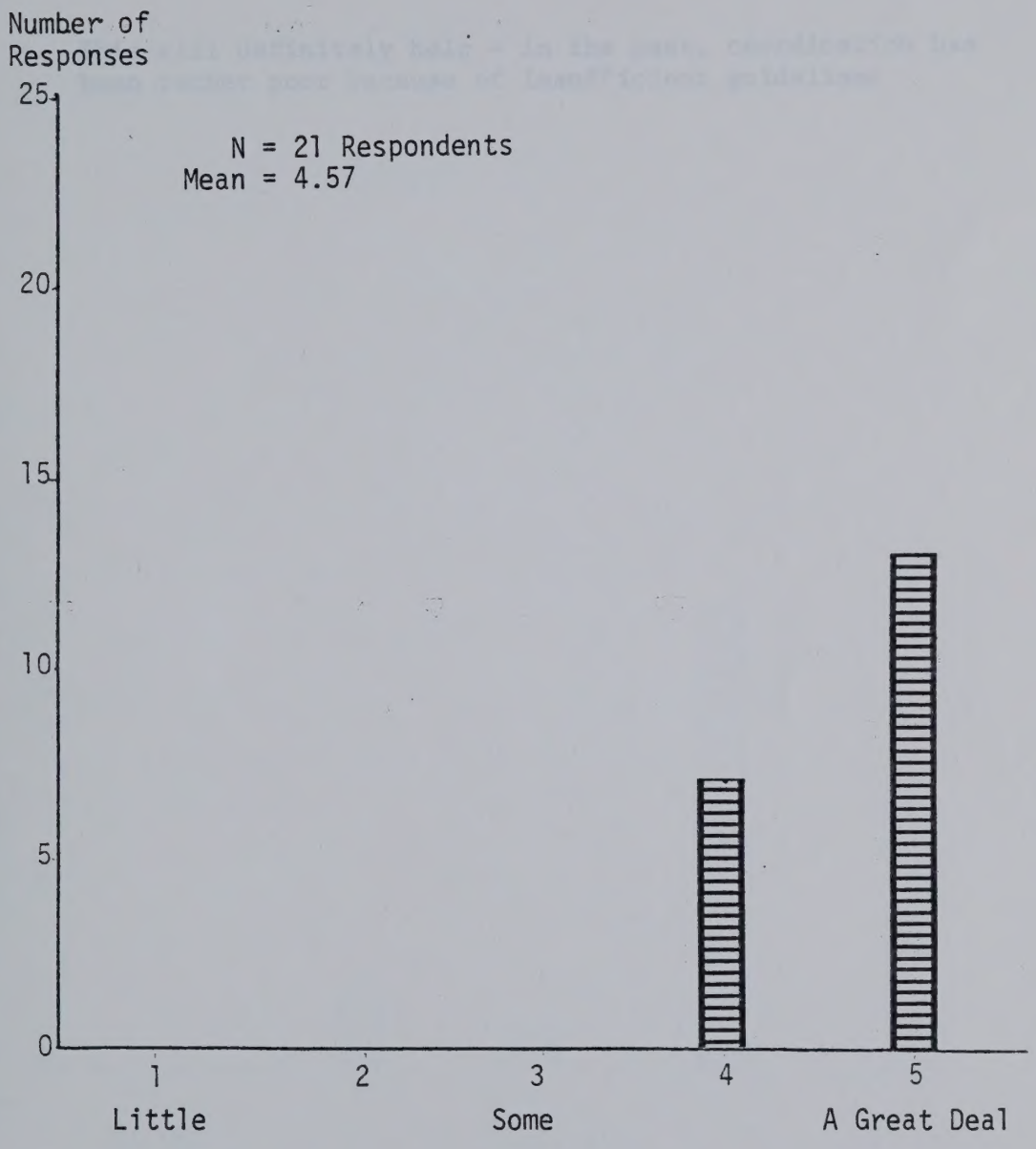
The process was designed to get problems on the table and provide solutions

Narrowing issues to those which are most important and susceptible to change

It is important to get S.O. and D.O. personnel together to discuss any problem - I think this was great

Helped to clarify problem areas in the system and starting points to resolve the conflicts

2. Was the workshop helpful in identifying issues that can increase the quality of planning documents?



3. Implementation of the action plans developed by the work teams will increase our organization effectiveness in dealing with BPS quality issues.

This will definitely help - in the past, coordination has been rather poor because of insufficient guidelines

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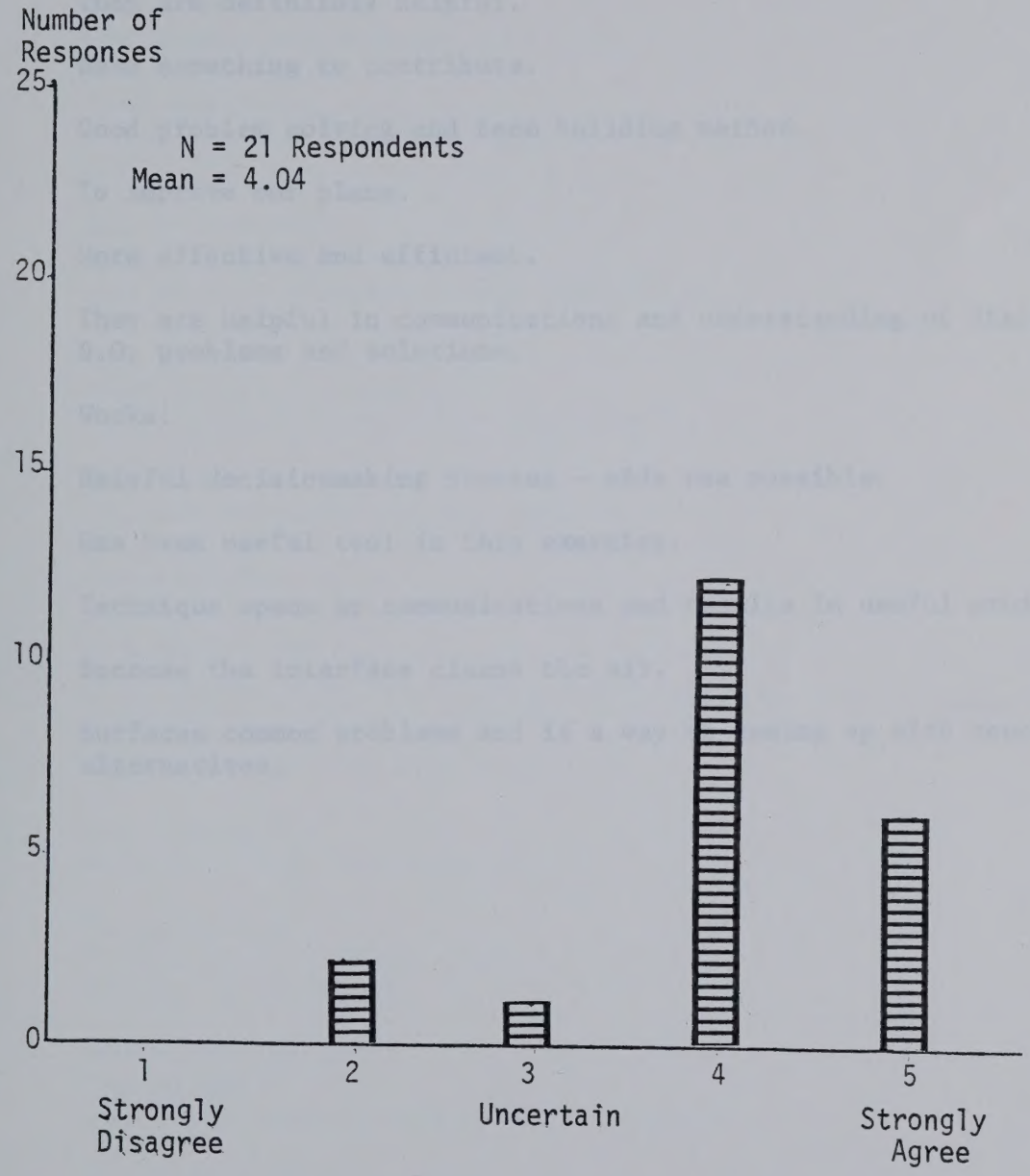
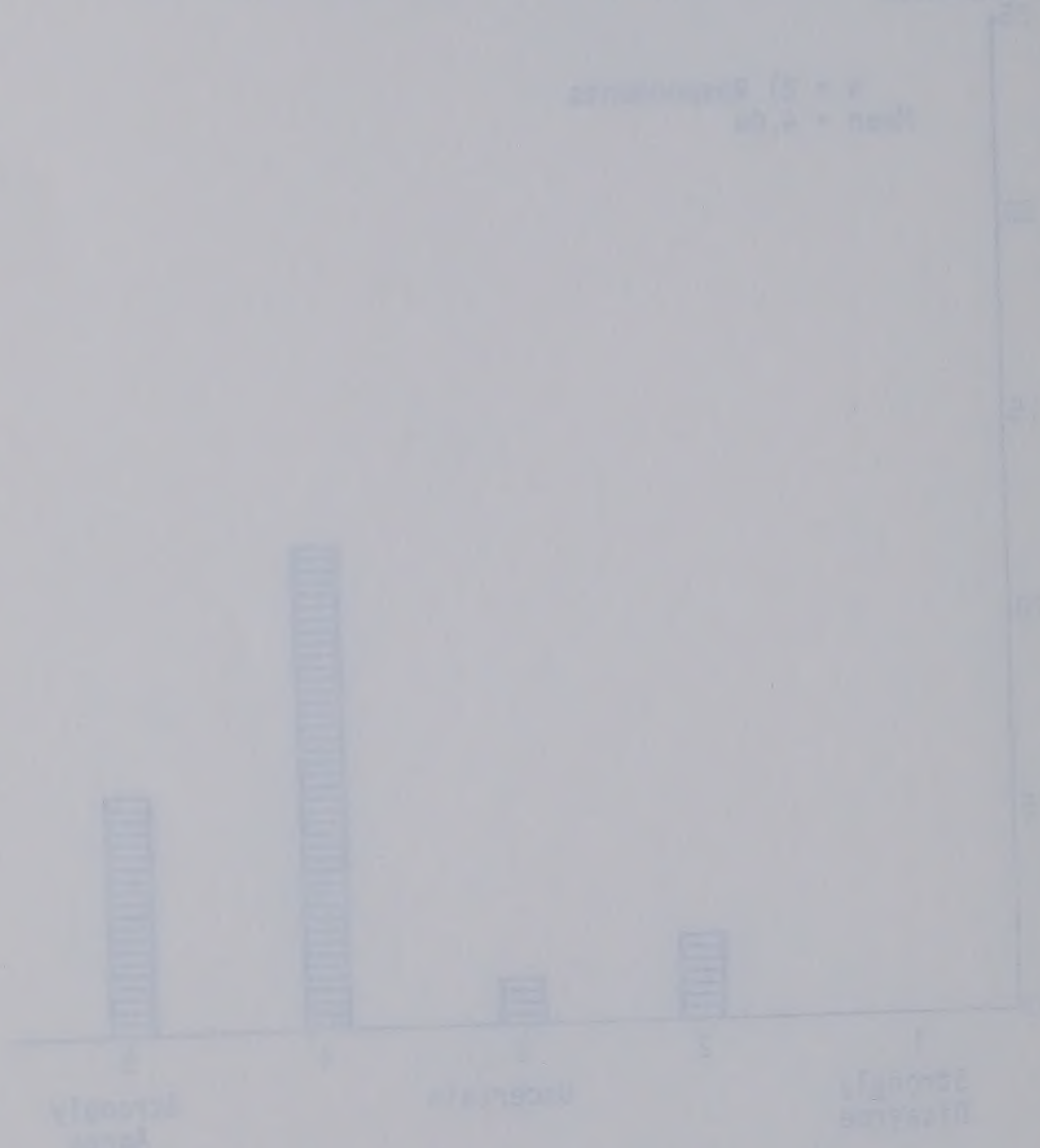




4. Would you participate and support team (intra-office work units) and/or inter-team (between office, State-District) workshops in the future if needed?

Yes 21 No____ Why?

They are definitely helpful.

Have something to contribute.

Good problem solving and team building method.

To improve our plans.

More effective and efficient.

They are helpful in communications and understanding of State/ D.O. problems and solutions.

Works!

Helpful decisionmaking process - wide use possible.

Has been useful tool in this exercise.

Technique opens up communications and results in useful product.

Because the interface cleans the air.

Surfaces common problems and is a way of coming up with sound alternatives.

5. List three factors, if any, that contributed most to your learning experience from the workshop.

Feeling of oneness of common goals
Feeling of helping achieve a common goal

Group interraction
Force field process
Comfortable surroundings

Force analysis
Identification of hindering forces
Candidness

"Doing" sessions
Relative to job and problem
Good work environment - away from office

Work groups
Other people discussions
State direction and A.S.D. involvement

Open communications
Positive attitudes by participants

Communication
Spirit of working together
Problem solving

Being able to hear all problems from all levels of management
Good instructions
A product that will help work

Open discussion
Mixed S.O./D.O. participation

The structure
Thought process (think tank)
Working on realities

Open communications
Time adequate
Work group allowed individual involvement

Interplay from other shops
Opportunity for input
Management support

5. Continued

Identification of common problems
Definition of solutions
Work group approach

Interchange of ideas
Force field analysis system

Quality instructors and good illustrations
Good facilitators
Session well organized, maintained on schedule

Useful tool (broad applications)
Improved inter-staff communication
Chance to get away from desk and work on different level (relationships) with District Staffs

Very good exercise

Work group assignments
Interchange of ideas
Exchange of work-team assignments

Interface with the S.O. and D.O.
Interface with the W.O., DSC and those who were asked to help
The atmosphere was one that did not inhibit expressions

Openness of the people involved (communications)
Willingness to accept differing views once you find a better alternative (contributing)
Feeling good about the products coming out from the various teams (giving)

6. List three factors, if any, that detracted most of the workshop to your learning experience?

The people around the pool
The letter from Monroe - it was very strong and caused bitter feelings

The pool and what was around it, particularly, by later on in the week

Bathing beauties

Notebooks poor

A few hesitant people - not sharing or contributing

Girls at the swimming pool
Not being able to spend 100% of time at workshop

Too much argument over minute problems
Not adequate room for work groups

Already exposed to techniques
Using W.O. representative to set initial category breakdown in hindering forces

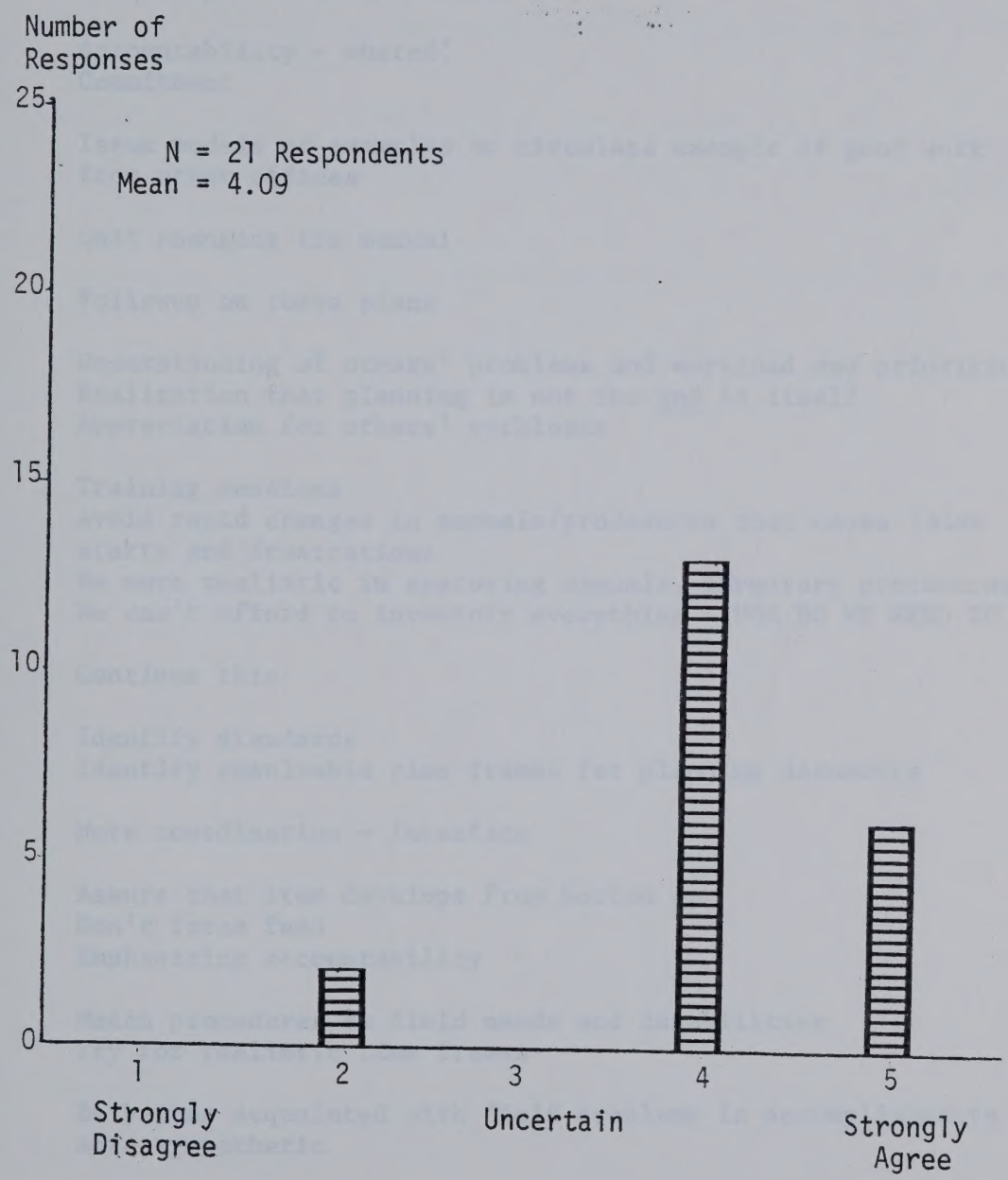
Held in home city
Some dominant personalities limited group participations
Needed more time with breaks for purpose of individual reflection

Would have been better to be on neutral ground - spend after-work hours with cadre and participants

Was a little concerned at one point that personalities were being considered by some of the facilitators and monitors - thus, one feeling of not agreeing with the individuals on the teams. These teams and individuals have to be free to do their thing.

I felt that there should have been a little more lead in discussion about the purpose of the session and how to use the notebook material. I also felt that it would have been helpful to see some examples of action plans.

7. I feel that I have a good working knowledge of the Force Field Analysis Technique.



8. What are some other things the Washington Office, Service Center, State Office or Districts could do that you feel would be helpful to attain planning quality?

Hold the target still

Feel they were well covered

Accountability - shared!
Commitment

Issue models or examples or circulate example of good work from other offices

Quit changing the manual

Followup on these plans

Understanding of others' problems and workload and priorities
Realization that planning is not the end in itself
Appreciation for others' workloads

Training sessions
Avoid rapid changes in manuals/procedures that cause false starts and frustrations
Be more realistic in approving manuals, inventory procedures, etc.
We can't afford to inventory everything - NOR DO WE NEED TO

Continue this

Identify standards
Identify resolvable time frames for planning documents

More coordination - interface

Assure that item develops from bottom up
Don't force feed
Emphasizing accountability

Match procedures to field needs and capabilities
Try for realistic time frames

Be better acquainted with field problems in accomplishments - more sympathetic

8. Continued

Conduct this system with W.O., S.D. and A.S.D., etc., as part of exercise
Conduct this system in D.O.
This would identify needs at all levels and then follow up, as appropriate, by W.O., S.O., D.O.

Get to know what is on-the-ground before actually developing planning documents

Hang in there! We're bound to learn sooner or later

W.O. - get more involved in what is happening on the ground in the states
DSC - same
S.O.s and D.O.s - don't become defensive on not getting your thing done

9. I feel that there is more of an overall team feeling as a result of this workshop in our organization.

Explain:

A good feeling prevailed. We are all in this together

D.O.s and S.O. personnel working on common teams to accomplish tasks

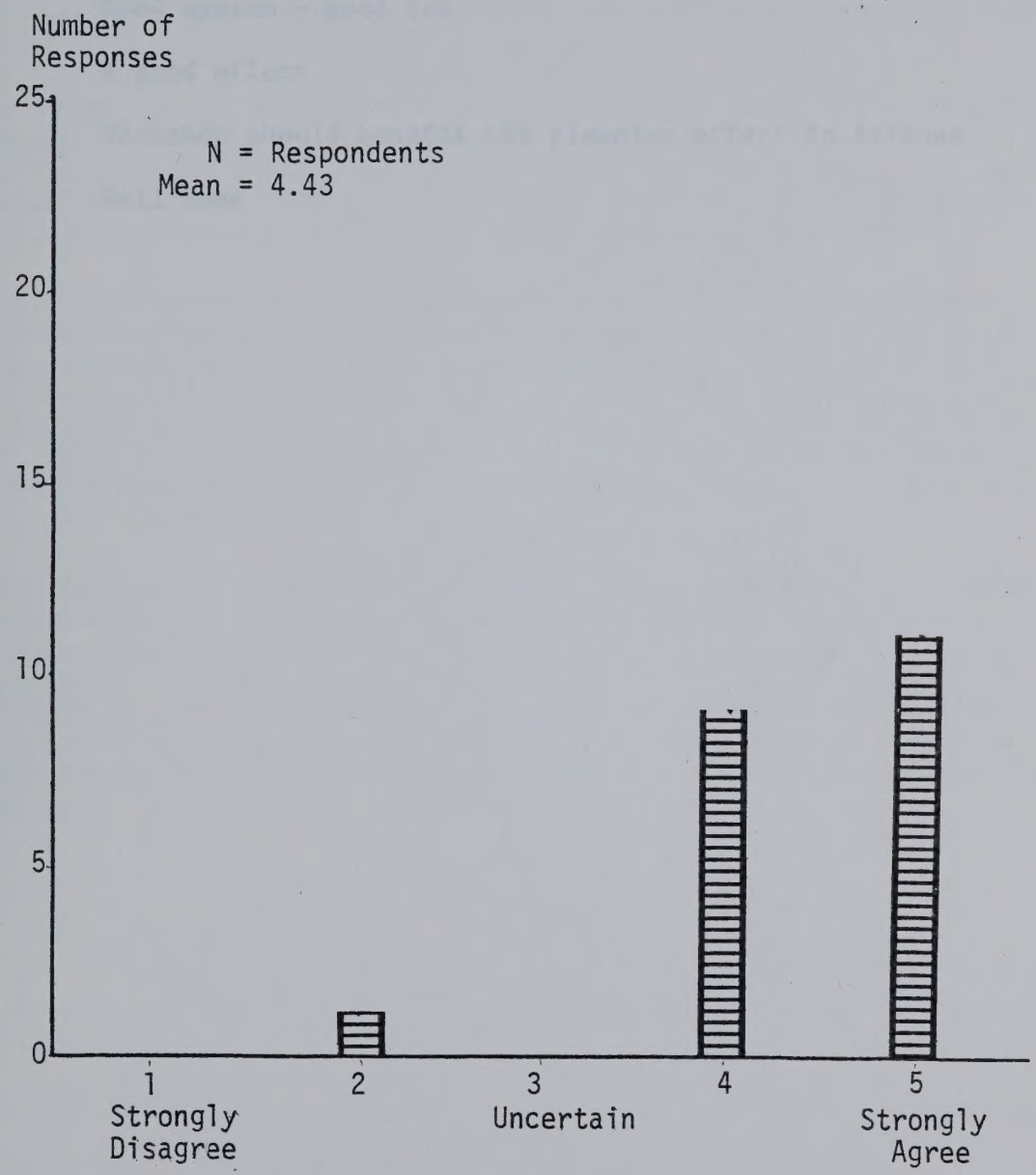
Always happens when we get together and can talk over mutual problems and solutions

Opened up communications with top level management

Everyone appears committed to working together

I think we all know at least what direction we are heading

9. I feel that there is more of an overall team feeling as a result of this workshop in our organization.



10. Further comments:

Good system - good job

A good effort

Workshop should benefit the planning effort in Arizona

Well done

SUMMARY

The BPS Quality Workshop held in Arizona surfaced many issues hampering the management of the planning process. This report highlights those issues and outlines the actions necessary to deal with them.

A common thread of agreement heard throughout the session at all management levels is that "Arizona has turned the corner". The indications of commitment to planning in Arizona within the past year are highly evident. Organizational shifts, State Director policies, better planning products all point to this change.

Many states have been burdened with public demand work and non-Bureau motions which stretch minimal staffing and funds to the limit. The sophistication of today's planning process requires a significant investment of man power and time. Fortunately, Arizona has the talent to do the job. The critical need is identifying that fine line of balance between the Bureau-initiated workload such as planning and the continued need to respond to the public. Sacrifices will have to be made at both ends.

The initial steps necessary to effect this emphasis toward planning are outlined in the action plans. Their implementation is the key toward carrying Arizona over the hurdles leading to quality planning products. However, the bottom line should not be forgotten. The end result is informed management decisions based upon quality plans. This workshop, comprised of managers who must make informed decisions, did not forget that and the resultant direction places planning in that context.

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